

Council/Agency Meeting Held: _____		_____ City Clerk's Signature
Deferred/Continued to: _____		
<input type="checkbox"/> Approved	<input type="checkbox"/> Conditionally Approved	<input type="checkbox"/> Denied
Council Meeting Date:	March 21, 2005	Department ID Number:

## CITY OF HUNTINGTON BEACH REQUEST FOR CITY COUNCIL ACTION

**SUBMITTED TO:** HONORABLE MAYOR CITY COUNCIL MEMBERS

**SUBMITTED BY:** *Penelope Culbreth Graft*  
PENELOPE CULBRETH-GRAFT, DPA, CITY ADMINISTRATOR

**PREPARED BY:** PENELOPE CULBRETH-GRAFT, DPA, CITY ADMINISTRATOR

**SUBJECT:** PROPOSED CHANGES TO THE CITY-WIDE TABLE OF ORGANIZATION

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HUNTINGTON BEACH, CA  
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Statement of Issue, Funding Source, Recommended Action, Alternative Action(s), Analysis, Environmental Status, Attachment(s)

**Statement of Issue:** Changes to the city-wide Table of Organization are proposed to address overall city administration. The proposal recommends deletion of the Assistant City Administrator and Administrative Services Director positions and the addition of two Deputy City Administrators. It also would require changes in duties of the Finance Officer. The report outlines how the structure would function and provides justification for the proposed changes.

**Funding Source:** Not Applicable.

**Recommended Action:** Staff recommends the City Council do the following:

1. Approve the proposed changes to the Table of Organization;
2. Approve the changes to the job description for the Finance Officer and set the Pay Grade at 622;
3. Approve the job description for the Deputy City Administrator and set the Pay Grade at 629;
4. Direct the City Administrator and the City Attorney to prepare the necessary changes to the Municipal Code. -

**Alternative Action(s):** Do not approve the proposed changes to the Table of Organization or direct another alternative.

**Analysis:** There are several vacancies in the executive management team that provide an opportunity to review the organizational structure to ensure that it is designed to meet the needs of the city. With the appointment of a new City Administrator this past year, it provides an opportunity to create a structure that works with the style of the new administrator and can adapt to changes in governance that are occurring at a state level.

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The current structure provides for an Assistant City Administrator and an Administrative Services Director (see Attachment 1). Both positions are vacant due to recent resignations. The position of Assistant City Administrator was used as the operational manager of the organization, which allowed the City Administrator to be freed up for work in the community and broader organizational coordination. The supervisory role of the Assistant City Administrator recently included supervision of development-related departments including Public Works, Planning, and Building and Safety. All other departments report directly to the City Administrator. The role of the Administrative Services Director included supervisory responsibility for Finance, Human Resources, Central Services, and Risk Management.

In November, the Finance function was shifted informally to allow direct reporting of the Finance Officer to the City Administrator. This allowed for an improved flow of financial data to the Administrator, which was considered critical as a result of the state's cuts and previous financial history of the city. Through this direct working relationship, the Finance Officer and City Administrator have created monthly financial reports, continued the redesign of the budget, and addressed the needs of department directors for financial information to manage their operations. Recently, the Central Services Division was transferred directly under the Finance Officer due to the commonality of functions and amount of coordination routinely done between the functions.

The direct reporting of the Finance Officer to the City Administrator has been beneficial and should be retained at the present time. In the future, it may be appropriate to transfer the function to work directly with a Deputy City Administrator.

A Police Captain was assigned to oversee the remaining functions of the Administrative Services Director while the reorganization was being considered. This provided an opportunity for a manager to be exposed to the Executive Team while extending his expertise to managing the staff of the non-financial functions of the department.

The Assistant City Administrator position was filled on an interim basis through an internal competitive process. The Public Works Director is filling that role. The Deputy Public Works Director is filling the interim vacant Public Works Director position.

Rather than filling the vacant Assistant City Administrator and Administrative Services Director positions, the following revisions are proposed (see Attachment 2):

1. Create two Deputy City Administrator positions; assign one to focus on internal support and community functions and the other to focus on development functions;
2. Delete the Assistant City Administrator position. Although the position is referenced in the Charter, the responsibility conveyed under the Charter, which is to serve as the acting City Administrator in the absence of the Administrator, will be assigned to a Deputy City Administrator or Department Director;

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3. Delete the Administrative Services Director position; and,
4. Reallocate the Finance Officer position from a mid-management classification to an executive classification in the competitive service and revise the job description and pay grade to reflect the assignment of other duties.

The difference between the classification of Assistant City Administrator and Deputy City Administrator is generally the level of supervisory responsibility. An Assistant frequently has operational authority over departments or serves as a chief executive of operations. While a Deputy may supervise departments, he/she would have less direct responsibility for the overall operations of the city or departments. As proposed, both Deputy positions would serve in a facilitator, coordinator role over a cluster of departments with related functions. The City Administrator would remain the operational authority over the departments and would be responsible for the evaluation of department directors.

It should be noted that the three elected official departments of City Attorney, City Treasurer, and City Clerk will continue to work directly with the City Administrator and various directors as appropriate. These three directors do not report to the Administrator due to their elected official capacity; consequently, their positions are not shown on the organization charts that are attached to this report.

If the two Deputy City Administrator positions are approved, experience in personnel services and labor relations would be a critical background to seek for the internal support position. This position would also be responsible for supervising the Public Information Officer and support staff in the City Administrator's office.

Experience in development and infrastructure would be a critical background to seek in the external-focused Deputy position. The existing Administrative Assistant position in the City Administrator's office would be assigned to this position.

The new structure, if approved, would allow the City Administrator to maintain a close working relationship with all ten departments while using the Deputies to coordinate and provide routine feedback to departments in managing daily operations. This creates a more manageable span of control for the City Administrator and focuses organizational efforts on cross-departmental coordination (see Attachment 3).

Under this proposal, Risk Management and Human Resources remain as divisions, reporting to a Deputy City Administrator. For the sake of these personnel-related services, the Deputy becomes the director, bringing these important functions into the City Administrator's office. The existing Administrative Assistant position in Administrative Services would be transferred to the Deputy. The Office Specialist II would be transferred to the Finance Officer.

This proposal is intended to help build organizational capacity. With pending reform to the retirement system and the near-term retirements of the baby boomers, it is anticipated that

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cities have a narrow window of time in which to build capacity of their staff for the future. If retirement reform succeeds, it is expected there will be limited movement of employees between agencies. The shift from one chief operating officer to two Deputies allows the selection of staff that can grow with the organization and support the work of the City Administrator. The City of Huntington Beach has excellent department directors who manage their departments with strength and professionalism. The Deputies will help coordinate their efforts and work on issues that involve multiple departments. It will also provide an opportunity to train individuals in the values and goals of the organization while providing management assistance to the City Administrator in managing a large, complex organization.

The reorganization proposal will be reviewed with the Personnel Commission on March 16. Personnel Commission approval is required for changes in the Finance Officer job description since that position is part of the competitive service. The Commission's comments, if any, regarding other elements of the proposal will be shared with the City Council verbally since that meeting will be held after the preparation deadline for this report.

In order to set salary levels, Human Resources staff conducted an initial review of like positions. In the case of the Finance Officer, the position is proposed at a level between a director and division head. For the sake of comparison, Finance Director was used. The average survey was \$127,428 with a median of \$122,328. Considering internal alignment, the proposed pay grade is 622 (top step \$125,015), which is the current pay grade for the City Treasurer. Future changes to the Finance Officer role may occur as internal controls are reviewed with the city's auditor. Should additional responsibilities be added to the position, the job description and compensation would need to be reconsidered.

The market comparison for Deputy City Administrator was more difficult because many cities do not have the classification, and the range of duties for those that do have the position varies significantly. The proposed job description was modeled after the City of Anaheim, which pays \$177,840 at top step. There are only five other agencies that have the classification in Orange County. The top step ranges from \$90,144 to \$177,840. Viewing internal alignment, the pay grade of 629 (top step \$129,459) is proposed, which is the pay grade for the Administrative Services Director. This is also the pay grade for the majority of city department directors.

Savings for the proposed changes are as follows (using the top step of each position):

Delete Assistant City Administrator (Pay Grade 658)	(\$149,614)
Delete Administrative Services Director (Pay Grade 629)	( 129,459)
Add two Deputy City Administrators (Pay Grade 629)	258,918
Reallocate Finance Officer to an executive classification (From pay grade 597 to 622)	14,678
Total Base Salary Savings	(\$ 5,477)
Benefit savings at 35% of base salary	( 1,917)
Total Savings	(\$ 7,394)

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It should be noted that the MOU for Non-Associated employees is scheduled for the March 21, 2005, Council agenda. The Finance Officer and Deputy City Administrators would be under the Non-Associated group. All salary information presented in this report is based on current authorization and does not incorporate any salary increase that may be approved with that MOU.

Environmental Status: N/A

Attachment(s):

- 6-1. Existing Table of Organization: Organization Chart  
8-2. Proposed Table of Organization: Organization Chart  
10-3. Diagram of Inter-relationship of Functions  
12-4. Deputy City Administrator Proposed Job Description  
16-5. Finance Officer Revised Proposed Job Description

City Clerk's Page Number	No.	Description
	1.	
	2.	

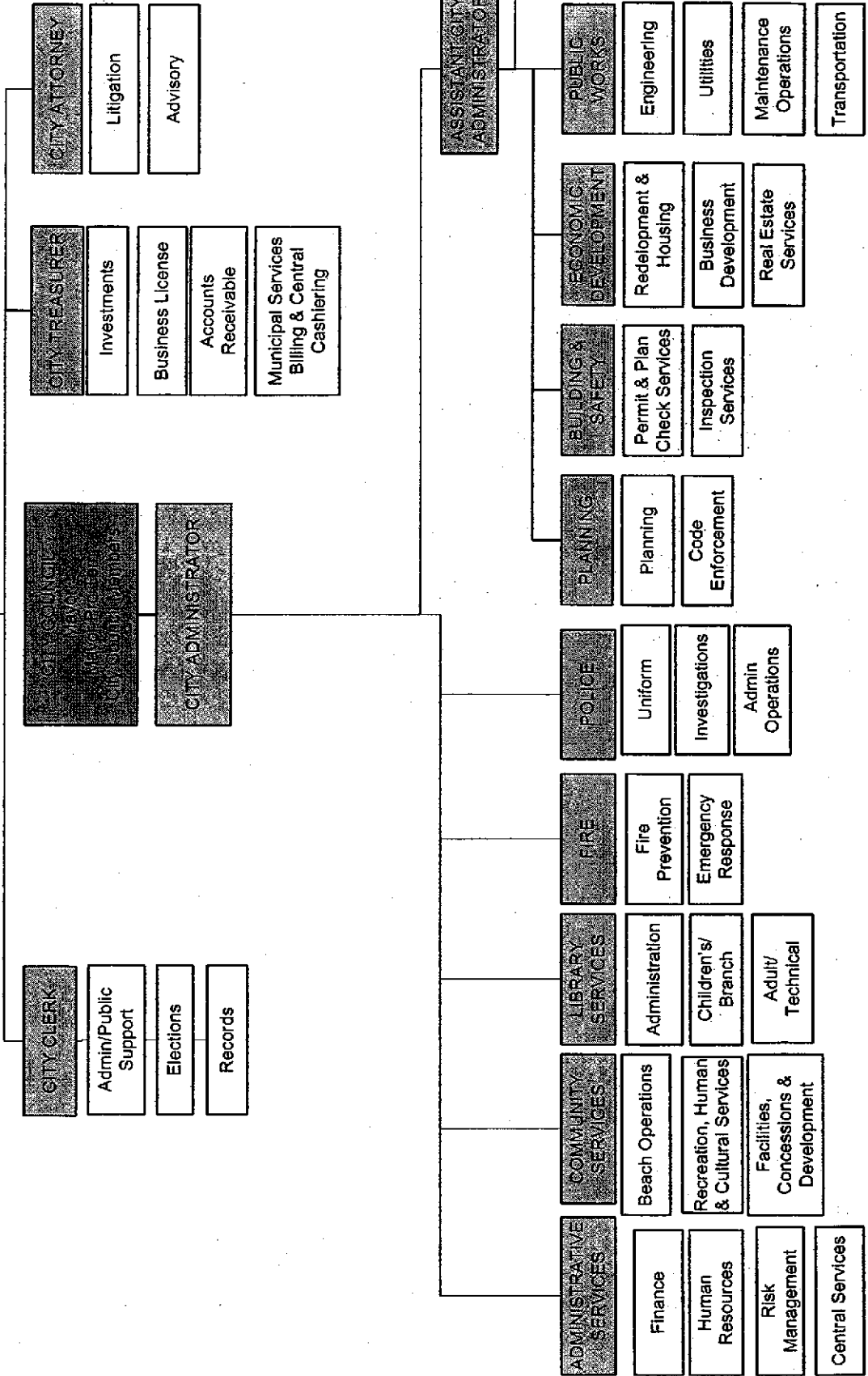
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# ATTACHMENT #1

F-2.6

City of Huntington Beach  
Adopted Budget - FY 2004/05

THE PEOPLE

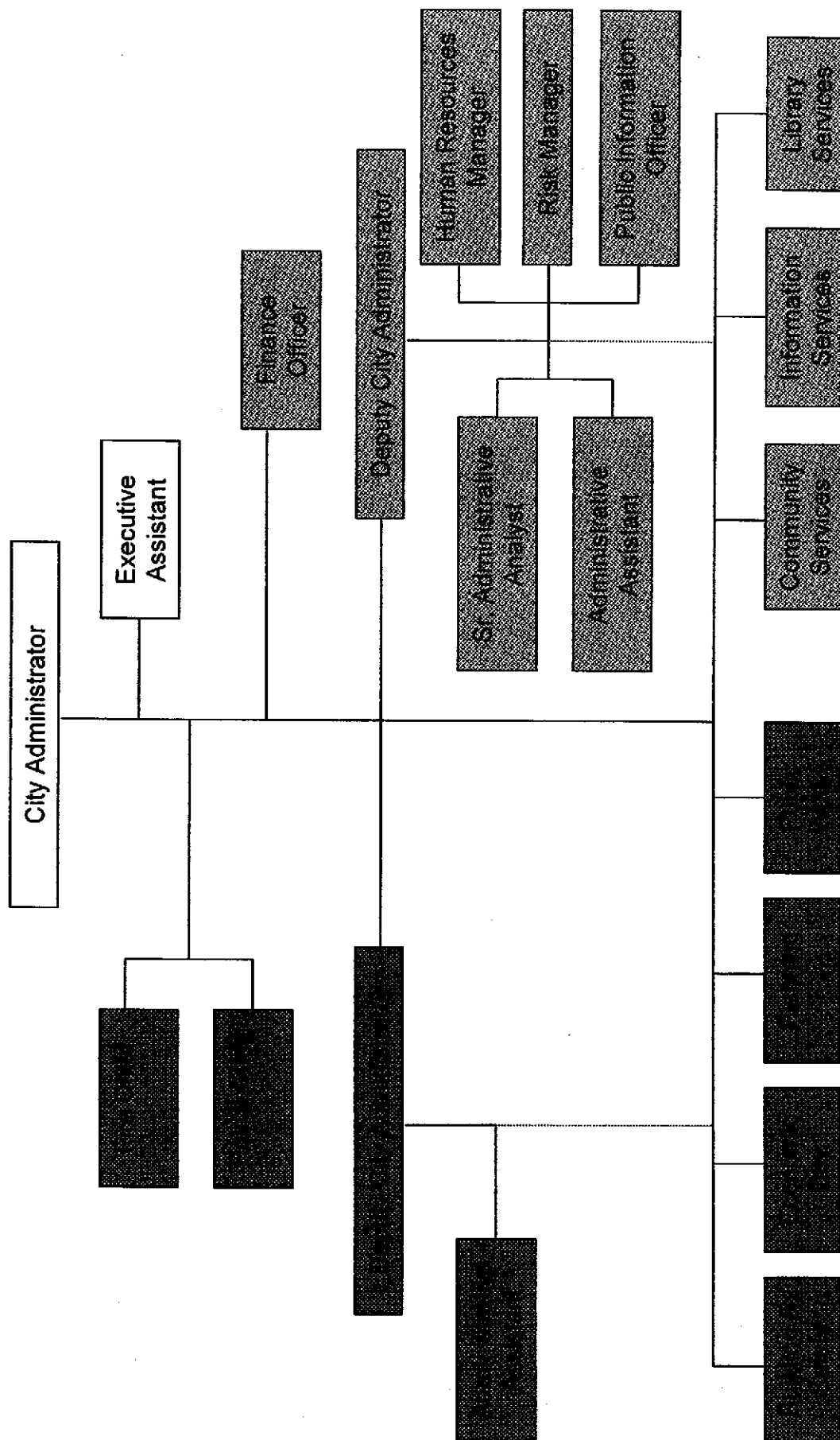




# ATTACHMENT #2

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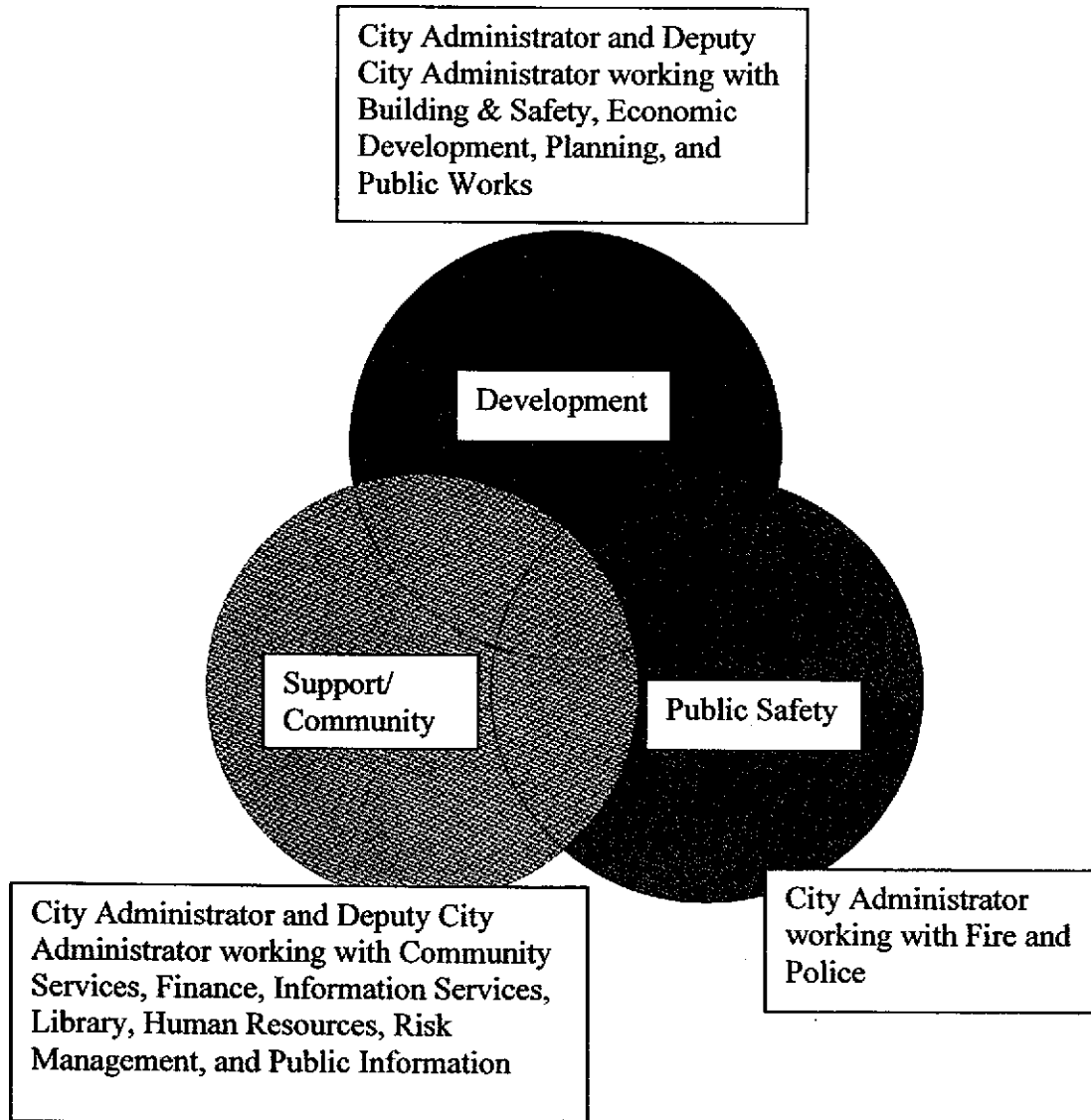


# ATTACHMENT #3

F-2.10

# Proposal for Restructure of City Administrator's Office

## Inter-Relationship of Functions



# ATTACHMENT #4

F-2.12

**CITY OF HUNTINGTON BEACH**

**CLASS SPECIFICATION**



**TITLE: DEPUTY CITY ADMINISTRATOR**

**DATE:**

**JOB CODE:**

**EMPLOYMENT STATUS: REGULAR FULL-TIME**

**UNIT REPRESENTATION: NON-ASSOCIATED**

**FLSA STATUS: EXEMPT**

**DUTIES SUMMARY**

To assist in planning, directing, and reviewing the administrative activities and operations of the city including implementing city policies and procedures, participating in major negotiations, coordinating special projects for the City Administrator, and coordinating assigned activities with other city departments and outside agencies.

**DISTINGUISHING CHARACTERISTICS**

Receives administrative direction from the City Administrator.

Exercises general direction over managerial, administrative, professional, and clerical staff.

**EXAMPLES OF ESSENTIAL DUTIES**

Ensure effectiveness of daily operations for assigned city departments and activities, provide management direction by expediting work flow and assuring achievement of departmental work programs through coordination and facilitation of assigned executive management team members.

Act as the city representative on major projects affecting city government, serve on various external boards and commissions of other agencies to ensure the city's interests are represented.

Provide highly responsible administrative staff assistance to the City Administrator; conduct specific and comprehensive analysis of a wide range of municipal policies involving city organization, operating procedures, finances, and community services.

Assist in developing, planning, and implementing goals and objectives for the city; recommend and administer policies and procedures.

Direct, supervise, and review the activities and operations of the City Administrator's Office; assign work activities, projects, and programs; monitor work flow; review and evaluate work products, methods, and procedures.

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**CITY OF HUNTINGTON BEACH**

**CLASS SPECIFICATION**



**TITLE: DEPUTY CITY ADMINISTRATOR**

**DATE:**

Coordinate activities with those of other departments and outside agencies and organizations, provide staff assistance to the City Administrator and City Council.

Conduct research and develop recommendations on city-wide work methods, operating policies and procedures, programs, services and other administrative issues; observe program operations; analyze findings and implications; prepare and present staff reports and other correspondence.

May serve as department director for assigned divisions.

Negotiate highly complex contracts and solutions on a variety of administrative, fiscal, and special projects, especially those having significant impact upon the city; participate in the preparation of program or special project budgets; work closely with all affected parties to ensure an appropriate and effective end product.

Represent the City Administrator at meetings, make presentations to explain programs and project status, answer questions and provide information and data to assist in the decision making process.

Work closely with the city's labor groups to address issues and ensure a healthy working relationship with city employees, including representing the City in labor negotiations.

**EXAMPLES OF NON-ESSENTIAL JOB FUNCTIONS**

Participate in the development and administration of the city budget; direct the forecast of funds needed for staffing, equipment, materials, and supplies; monitor and approve expenditures; implement midyear adjustments.

Oversee the development, preparation, and distribution of city publications including pamphlets, brochures, and handbooks.

Respond to citizen inquiries and resolve difficult and sensitive complaints.

Perform related duties and responsibilities as required.

**KNOWLEDGE OF**

Modern and highly complex principles and practices of public administration; current social, political, and economic trends and operating problems of municipal government; organization and management practices as applied to the analysis and evaluation of programs, policies, and operational needs; principles and practices of organization, administration, and personnel

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**CITY OF HUNTINGTON BEACH**

**CLASS SPECIFICATION**



**TITLE: DEPUTY CITY ADMINISTRATOR**

**DATE:**

management; principles and practices of municipal government budget preparation and administration; research and reporting methods, techniques, and procedures; sources of information related to a broad range of municipal programs and services; principles of supervision, training, and performance evaluation; pertinent Federal, State, and local laws, codes, and regulations.

**ABILITY TO**

Effectively administer a variety of city-wide programs, services, and budgetary activities; analyze, interpret, summarize, and present administrative and technical information and data in an effective manner; interpret and apply city policies, procedures, laws, and regulations; analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals; effectively and fairly negotiate appropriate solutions and contracts; gain cooperation through discussion and persuasion; supervise, train, and evaluate assigned staff including directing department heads in policy implementation; assist in developing, administering, coordinating, and monitoring a large municipal budget; evaluate and develop improvements in operations, procedures, policies, and methods; prepare clear and concise reports and develop appropriate recommendations; communicate clearly and concisely, both orally and in writing; establish and maintain effective working relationships with those contacted in the course of work including city and government officials, management staff, employees, consultants, outside agencies, the general public, and local businesses.

**MINIMUM QUALIFICATIONS**

**Education And Experience** - Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

**Education:** Equivalent to a Master's Degree from an accredited college or university with major work in Public Administration or a closely related field.

**Experience:** Five years in a high-level administrative or staff capacity in a public agency.

**Physical Tasks And Environmental Condition** - Work is performed in an office environment and requires sitting at a desk for prolonged periods of time and use of a telephone, computer and screen. Employee accommodations for physical or mental disabilities will be considered on a case-by-case basis.

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# **ATTACHMENT #5**

F-2.16

**CITY OF HUNTINGTON BEACH**  
**CLASS SPECIFICATION**



**TITLE: FINANCE OFFICER**

**MARCH 2005**  
**DATE: NOVEMBER, 1973**

**JOB CODE: 0055**  
**EMPLOYMENT STATUS: REGULAR FULL-TIME**  
**UNIT REPRESENTATION: NON-ASSOCIATED**  
**FLSA STATUS: EXEMPT**

**DUTIES SUMMARY**

Under general direction of the City Administrator, Pperforms responsible supervisory and administrative work in planning, organizing, coordinating and directing the financial and central services activities of the City, which include accounting, budget and research, central stores/warehouse, purchasing, reprographic and mail delivery services; coordinates assigned activities with other City departments and outside agencies; and provides highly responsible and complex administrative support to the City Administrator.

**DISTINGUISHING CHARACTERISTICS**

The Finance Officer receives general administrative direction from the City Administrator and exercises direct supervision over management, supervisory, professional, technical and clerical staff. This classification requires an advanced knowledge of municipal finance, budgeting and purchasing for the development and administration of programs designed to address primary areas of City service. The incumbent is expected to exercise independent judgment in establishing efficient and effective financial operations consistent with City Council policies and administrative guidelines established by the City Administrator.

**EXAMPLES OF ESSENTIAL DUTIES**

Assists in directing the fiscal management of the City, including Establishes and maintains a central budgeting preparation and monitoring, revenue forecasting, and general accounting, financial reporting, pre-auditing and internal controls, debt issuance and administration, capital financing, financial systems design, implementation and control; recommends and administers policies and procedures system for the City, including pre-audit and other financial procedures, accounts and controls;.

Plans, directs and coordinates the administration of the City's finance, purchasing, reprographic and mail services; recommends policies and implements procedures to conduct activities; ensures that all activities are

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**CITY OF HUNTINGTON BEACH**

**CLASS SPECIFICATION**



**TITLE: FINANCE OFFICER**

**MARCH 2005  
DATE: NOVEMBER, 1973**

conducted in accordance with related laws, ordinances, rules and regulations; manages the development and implementation of the goals, objectives, policies and priorities for each assigned service area; establishes, within City policy, appropriate service and staffing levels; allocates resources accordingly.

Assists in ensuring that the financial needs of the City are met; raises funds through creative financing, bond issues, certificates of participation and lease purchase financing; evaluates alternative financing methods for all major acquisitions; supervises and controls capital financing projects; assists in negotiating major financial transactions; directs and coordinates revenue collection, disbursement activities, purchasing, ~~business license control~~ and inventory control functions;.

Aadvises other department heads and the City Administrator in the review of estimates and ~~proposed the preparation of the budget allocations for the City and the Redevelopment Agency~~; estimates anticipated revenues; conducts fiscal analyses and submits data and reports for use in evaluating operating department proposals; provides the City Administrator and department heads with timely and informative financial reports and statements; ~~manages and participates in the development and administration of the Finance budget~~; directs the forecast of additional funds needed for staffing, equipment, materials, and supplies.

Ddetermines, with the advice of the City Attorney when necessary, the regularity, legality, and correctness of claims, demands and charges; draws warrants upon the City Treasurer for all claims and demands that are approved; specifies the purpose for which drawn and the fund from which payment is made; supervises and is responsible for the receipt and collection of all taxes, assessments, license fees, and other revenues for the City and from all levels of governmental agencies and from any court, office, department, or any agency of the City; ~~conducts studies or oversees the conduct of complex studies relating to the development of rates, fees and user charges~~; prepares and supervises the preparation of reports to the State Controller, County Auditor Controller and other Federal, State or County agencies.

May serve on the City's negotiation team for labor contracts; will be responsible for calculating costs of proposals and various scenarios and may present information in sessions with the City Council.

Serves as the liaison to the Finance Board ~~initiates an investment portfolio for short-term cash balances;~~

**CITY OF HUNTINGTON BEACH**  
**CLASS SPECIFICATION**



**TITLE: FINANCE OFFICER**

**MARCH 2005**  
**DATE: NOVEMBER, 1973**

**Selects, trains, motivates and evaluates Finance personnel; provides or coordinates staff training; works with employees to correct performance deficiencies; implements discipline and termination procedures; plans, directs and coordinates through subordinate level managers assigned service areas' work plans; meets with staff to identify and resolve problems; assigns projects and programmatic areas of responsibility; reviews and evaluates work methods and procedures; performs other related duties.**

*The preceding duties have been provided as examples of the essential types of work performed by positions within this job classification. The City, at its discretion, may add, modify, change or rescind work assignments as needed.*

**MINIMUM QUALIFICATIONS**

*Any combination of education, training, and experience that would likely provide the knowledge, skills, and abilities to successfully perform in the position is qualifying. A typical combination includes:*

**Knowledge of:** ~~General laws and administrative policies governing municipal financial practices and procedures;~~ Principles and practices of public administration, including budget preparation, purchasing, program analysis, and revenue forecasting; accounting principles, practices and methods; public revenue resources; principles of municipal debt financing; ordinances, resolutions and laws affecting municipal financial operations; methods and techniques of public administration research, analysis and report preparation; legislation related to public agency finance, including grant accounting and bond issuances; financial planning; research methods and techniques and methods of report presentation; principles of personnel administration, supervision and training; concepts of automated financial management information systems.

**Ability to:** Plan, organize, direct and coordinate the work of management, supervisory, professional and technical personnel; delegate authority and responsibility; select, supervise, train and evaluate staff; provide administrative and professional leadership and direction for activities related to finance and central services; identify and respond to community and City Council issues, concerns and needs; develop, implement and administer goals, objectives and procedures for providing effective finance and purchasing services; prepare and administer large and complex budgets; allocate limited resources in a cost

**CITY OF HUNTINGTON BEACH**

**CLASS SPECIFICATION**



**TITLE: FINANCE OFFICER**

**MARCH 2005  
DATE: NOVEMBER, 1973**

effective manner; analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals; research, analyze and evaluate new service delivery methods, procedures and techniques; prepare clear and concise reports; interpret and apply Federal, State and local policies, procedures, laws and regulations; interpret financial statements and cost accounting reports; administer contracts and ensure compliance with contract provisions; communicate clearly and concisely, both orally and in writing; establish effective working relationships with those contacted in the course of work; develop and utilize a data processing system for processing utility billing and collection, payroll checks and records, warrant writing, City records including general ledger, revenue and expenditure ledgers and other pertinent City records, data, information and statistics.

**Education:** Equivalent to a Bachelor's degree from a college or university with a major in accounting, business or public administration including courses in advanced accounting, auditing, cost accounting, and business law. A CPA or Master's degree is preferred.

**Experience:** Six (6) years of responsible financial experience including at least four (4) years as a supervisor.

**License:** Valid California drivers license.

**PHYSICAL TASKS AND ENVIRONMENTAL CONDITIONS** – Work is primarily performed in an office environment and requires prolonged sitting, standing, walking, reaching, twisting, turning, bending, and stooping in the performance of daily activities. The position also requires grasping, repetitive hand movement and fine coordination to operate a personal computer in order to prepare statistical reports and data. Additionally, the position requires near vision in reading correspondence and statistical data on the computer.

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